

Annual Report 2007 - 2008

Part 1

Section A

Unit Information

Unit:

Admissions

Mission Statement:

The Office of Undergraduate Admissions will strive to provide effective and quality service in adherence to the University's overall mission and guiding principles. Expedient and courteous service will be the cornerstone of our marketing, recruiting, and admissions processing to prospective students and their families, counselors, university departments, faculty members and other interested parties. We will follow a consistent marketing plan that focuses primarily on our immediate service area and accurately portrays the University's image and aspirations. We will employ a quality improvement program that focuses on technology and workflow processes maintain and improve our level of effectiveness and service.

Section B

Unit Goals within Last Year's (2006-2007) Report

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1.

Unit Goal

Goal for 2007-2008

Elevate the visibility of FGCU through a marketing and recruitment plan that first of all serves the southwest Florida community and secondly reaches out to the rest of Florida, the United States and internationally.

What actions have you taken to achieve this goal?

The incorporation of our new tagline, Soar, has been completed and we were able to produce a full range of marketing and recruitment publications. Additionally, we started to utilize variable marketing for the junior view book. Due to budgetary cutbacks and recruiter vacancies the number of visits decreased this past year. We experienced a 75% turnover in the recruitment staff. We attended fewer college fairs both in-state and out-of-state. The total number of visits was 215 down from 279 the year before. However we maintained our priority in terms of reaching out to our local service area first, then the rest of Florida and lastly out-of-state. For the first time we signed a contractual agreement with a local printer/publisher to handle all of our marketing collateral including the variable view book. The quality and look of our publications is second to none and we certainly achieved a very consistent look.

What measures have you taken towards assessment of this goal?

The assessment of our efforts in variable marketing will not be meaningful until next year as we only targeted high school juniors this year. However on a routine basis we monitor the incoming contact cards and inquiries which directly result from our recruitment efforts.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

In terms of prospective student inquiries we experienced a 17% increase in total numbers for the fall 2008 semester in comparison to fall 2007. The largest percentage increase came from students outside our local area which speaks to the growing awareness FGCU has developed among students throughout the rest of Florida. On campus visits increased as well. In terms of total tours given we had a 29% increase with 577 total tours. This equates to 8653 total visitors, a 20% increase. Our special tours increased by 33% with 2036 visitors. Once again the fall and spring Eagle Expos were a huge success setting attendance records. The fall Expo held in conjunction with the tenth anniversary community day saw well over 3,000 people attend.

Describe how the results of assessments have been used to improve student learning or your department's activities.

We look at the number of response cards from mailings, contact cards from fairs, inquiries from our Web site and finally applications to determine how effective we are in reaching out to potential students.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Unit Goal

Goal for 2007-2008

Strategic Plan Goal 1, High Quality Education, especially 2.2 and 2.4
Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1.

Develop and meet specific application and admissions targets which given our historical enrollment yield rates will contribute to the annual FTE and enrollment projections. Additionally strive to improve the quality and diversity of the incoming student population.

What actions have you taken to achieve this goal?

The enrollment targets were developed to take into account the First Time In College freeze mandated by the Board of Governors. The single biggest action we took to achieve this goal was to institute a priority admissions deadline for FTIC. We anticipated an increase in FTIC applications again this year and in order to hold the level of enrolled students we guaranteed admission and enrollment to all FTIC with complete applications up to Feb 15. This applied to summer and fall FTIC applicants only. Applications received or complete after this date would be admitted on a space available basis.

We gave this new policy widespread advertizing and the results were a dramatic increase in early applications received, at times 50 percent higher than the previous year.

Once we met our admission numbers, additional students would be placed on a waitlist according to their completion date. It was anticipated that the FTIC freeze would require us to place approximately 300 students on a waitlist. As of this writing we have 47 on the summer waitlist and have yet to start the fall list.

The transfer students admission and enrollment targets were set to take into account our historical year to year increase.

The emphasis on the early FTIC application deadline and the reduction of exceptional admits should help to boost the incoming FTIC profile.

Underrepresented students groups were targeted through prospective HS junior mailing lists, Local Cable TV advertizing, minority recruitment fairs and the expansion of scholarship and waiver programs.

What measures have you taken towards assessment of this goal?

the best assessment for this goal is the continued monitoring of applications, admissions and enrolled students. This is done on a weekly basis.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

Here are the results for the Spring 2008, summer 2008 and fall 2008 semesters. Note that summer and fall numbers are still preliminary.

Spring: - FTIC apps, met target; admitted, exceeded by 21%; enrolled, exceeded by 17%

- Transfer apps, short by 3%; admitted, short by 3%; enrolled, short by 2%.

Summer: - FTIC apps, exceeded by 16%; admitted, exceeded by 5%; enrolled numbers not yet available.

Fall: - FTIC apps, exceeded by 4%; Admitted, exceeded by 5%; enrolled numbers not yet available.

The preliminary figures for the fall FTIC profile are: Average GPA 3.36 (up from 3.32) SAT 1054 (up from 1022) and ACT 22.2 (up from 21.4) These figures are encouraging and show an increase for the first time in three years.

In terms of Ethnicity the preliminary figures for fall admits show the following breakdown: (Percentages compared against general student population fall 2207)

White - 76.3% (76.7)

Hispanic - 13.9% (10.9)

Black - 3.9% (4.5)

Asian - 1.7% (1.9)

Native Am. - .4% (.4)

Shows a slight decrease in white and Asian students. a .6% decrease in Black students and a 3% increase for Hispanic students.

Describe how the results of assessments have been used to improve student learning or your department's activities.

All measurement results factor in to the operations in undergraduate admissions. Marketing and recruiting plans are built upon prior year's success and failures. The more successful we are in achieving our recruitment and enrollment goals the more successful the university as a whole will be in meeting it's goals. These assessments reinforce the decisions made and serve to show us where we can improve our efforts.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Goal for 2007-2008

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1 Strategic Pal Goal 8 - Ongoing Quality Improvement, 2.1 unit assessment plans

Continue to improve efficiency of prospect and applicant processing with the objective of shortening response times and reducing errors.

What actions have you taken to achieve this goal?

We continued to refine some internal job responsibilities in order to smooth the process from application receipt to evaluation to admission decision. We attempted to incorporate the batch process for online application processing however it quickly became apparent that this automatic process overwhelmed our manual file production process. It appears that we have exhausted our internal efficiencies to the extent that further gains in response time will only be possible with added resources, in particular, personnel or technology.

What measures have you taken towards assessment of this goal?

Weekly reports are run that show productivity per admission officer, number of applications processed, and students admitted. The time from receipt of application to acknowledgement to the student is closely monitored as is the time from completion of application to decision.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

We consistently exceeded the previous years numbers in terms of admitted students, this in spite of the ever increasing number of applications, which at times approached a 40% increase. This indicates that we were able to maintain our productivity in spite of increasing numbers. In general however the response time from receipt of application to decision averaged 4-6 weeks over the year which is almost identical to the year before. It has to be noted that staffing changes affected the operations side of admissions for most of the year. Two staff members were absent on extended medical leave and two admission officers left which meant a shortage of staff and new staff to train.

Describe how the results of assessments have been used to improve student learning or your department's activities.

We continue to assess the operations to look for added efficiencies. There is a lengthy project list to address some of the improvements that we have identified in our processes. As an example, we have identified a need to automatically upload prospective student data from external sources and we have a project to expand the use of emails in our communications plans. These improvements will better serve our prospective student population.

Section C

Program or Service Specific Assessments

What program or service specific assessment occurred in the current academic year?

We paid particular attention to the response time from application to completion to admissions decision. The plan is to continue to shorten response times at all three stages. Our comparative admission reports demonstrate that compared to the previous year we are well ahead in terms of decisions entered. (see the numbers reported above)

During peak times it took 2-3 weeks to enter applications into BANNER and once completed 2-3 weeks for the evaluation/decision.

During non peak times online applications are entered within 2-3 weeks of receipt and paper applications are entered within 1-2 days. Once completed files are evaluated and decisions entered within 2-3 weeks. We achieved about the same response times as last year.

How were the results of the assessment used to improve programs or services?

Considering the increase in applications and the staffing issues we experienced this past year the response times were quite acceptable. In assessing our operations it is apparent that further decreases in response times will only come about with increase technology and or an increase in personnel.

Section D

Unit Contribution or President's Performance Measures

Please review the [President's Performance Measures for 2007-2008](#). Did your unit contribute to any specific performance goals for the President? (If so, please indicate whether the measure set was attained and to what degree.)

The Office of Admissions was able to directly impact the President's second performance goal. Annual FTE rose 15% (short of the goal of 22%) and fall headcount rose 13% (again short of the goal of 17%). For a diversify student body, the number of students of color rose to 1662 just short of the goal of 1688, while the number of international students rose to 584 just short of the goal of 599. Additionally retention of first year students was 75.8% higher than the goal of 73.1%

Part 2

Section A

Unit Goals for Coming Year (2008-2009)

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Goal for 2008-2009

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1.

Revise the communication plans to take full advantage of electronic media.

What action(s) will you undertake to achieve the goal?

Investigate hard copy communication materials presently in use to determine which be converted to email.

Research forms of online social networking, such as blogs, that could be incorporated into our recruitment plans.

By what means will you assess goal achievement?

Monitor response and application numbers.

How will you know if you have successfully attained each goal?

Success will be measured by a reduction of postage from hardcopy mailings and a continued increase in applicants.

How will the results of the above assessments be used to improve student learning or services?

The use of more electronic communications to prospective students should ease their transition into university. Today's students seem to react much more favorably to an online environment and expect to communicate with us in real time and with instant results. Our increased use of the electronic media will help to attract these students and satisfy their needs.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Goal for 2008-2009

Strategic Plan Goal 1, High Quality Education, especially 2.2 and 2.4
Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1.

Develop and meet specific application and admissions targets which given our historical enrollment yield rates will contribute to the annual FTE and enrollment projections. Additionally strive to improve the quality and diversity of the incoming student population.

What action(s) will you undertake to achieve the goal?

We will;

1. Develop application and enrollment targets for FTIC and Transfer students. To be done by August of 2008 for the 2009 terms.
2. Work with the Presidents' office to identify goals for students of color, international students, and the quality of incoming students.
3. Continue to expand our recruitment efforts to reach selected student populations such as top performers, underrepresented students, and international students. These efforts will include, enhanced scholarship opportunities, increased visibility in select geographic areas and the use of third party recruitment and marketing firms.
4. Continue to build strong relationships with High School and Community College counselors.

By what means will you assess goal achievement?

Review on a comparison basis the numbers of incoming inquiries, applications and admitted students.

How will you know if you have successfully attained each goal?

By comparing actual figures with the projections.

How will the results of the above assessments be used to improve student learning or services?

Achievement of this goal will contribute to individual student improvement by providing more educational opportunities to students of Southwest Florida and beyond.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Goal for 2008-2009

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1 Strategic Pal Goal 8 - Ongoing Quality Improvement, 2.1 unit assessment plans

Continue to improve efficiency of prospect and applicant processing with the objective of shortening response times and reducing errors.

What action(s) will you undertake to achieve the goal?

We will;

1. work on implementation of electronic transcript receipt.
2. support acquisition and implementation of an imaging system.
3. roll out emails as part of the automatic communication plan.
4. continue to evaluate our internal work flow process.
5. enhance our professional development program for staff.

By what means will you assess goal achievement?

Comparative admission reports, edit reports and processing workload reports will be used to assess goal achievement.

How will you know if you have successfully attained each goal?

A reduction in response times and errors will be our primary indicator.

How will the results of the above assessments be used to improve student learning or services?

Increased efficiencies will improve service to our prospective students.

Section B Resources

What additional resources have you requested and received a commitment for during 2008-2009 from your area VP or the President that is based on your analysis of assessment data for 2007-2008?

We have not received any commitment as yet for additional resources within the office of undergraduate admissions. Two additional staffing positions were added towards the end of this year which addressed our request from last year. Due to statewide budget cuts it is anticipated that admissions will see a decrease in operational funding which will impact our marketing and recruitment efforts. We will once more anticipate an increase in applications which further exasperates the problem.

Two projects are critical to the future of the admissions office. Electronic receipt of transcripts both high school and college. Currently the banner system cannot accept high school transcripts in the electronic format used in the state of Florida. This is very important. We are the only SUS institution currently still using hard copy transcripts and if we are ever to improve our response time, improve transfer articulation and be competitive in terms of the admissions process this is a must. Secondly a document imaging and management system is required. the days of hard copy files in admission processing are fast approaching an end. A paperless office would not only save printing and paper costs but would improve efficiency, response time, and save critical space.

Welcome Center:

We have received a quote to design and install a proper display area in the welcome center. The amount is \$35,000 and would be money well spent. Most if not all welcome centers have professional looking display areas to project the history and image of the university. it would do wonders for our on campus tour program to have such a display, especially in this our tenth year of operations.

Section C

Assessment Plans

What assessments are you planning to conduct during 2008-2009?

We will continue to assess response times since most of our efforts in improving efficiencies are geared towards improved communications with prospective and admitted students.

Section D

Coming Year - Strategic Plan Contributions

1: 2.2
2: 1.1, 2.1, 2.2, 3.1, 3.2, 4.1
8: 2.1

